

# Building, Leading, and Facilitating Successful Teams



## Course Description

This **three-day** course shows you how to create a vision with the team that enables you and the team to move forward together. This shared vision helps the team adjust to the dynamic environment of State Government and achieve a higher level of performance. The roles and responsibilities of team leader (manager) and team members are demonstrated. Scenarios for developing a high performance team are modeled and studied in small and large group experiential learning exercises. Skills learned are non-defensive, nondirective communication skills, establishing group vision and values, creating effective team-building processes, and measuring and maintaining the gains.

## Learning Objectives

- Creating readiness for change (visioning)
- Creating an environment for success.
- Facilitating open communication.
- Developing support processes and opportunities to effect change.
- Facilitating team self-management.

## Professional Qualifications



**Leon F. "Skip" Rowland** is an internationally respected educator, trainer, and motivational speaker and a leading authority on the development and application of learning systems. He is co-founder and chief executive officer of **Banner Cross**, a high-performance learning system development company that has trained more than 25,000 managers and students. Skip is currently earning his Doctor of Education degree at Seattle University within the internationally recognized Educational Leadership Program. He received his Master's degree in Human Resources

Management from Gonzaga University in Spokane and his Bachelor's degree in Social Psychology from Chapman. Skip has studied local, state, and national government systems from the inside out through both professional and academic positions. His workshops are full of humor and activity and focus on experiential learning as the key to knowledge retention.

Phone: (206) 224-7247      FAX: (206) 294-2333

## Building Organizational Focus and Unity

### Course Description

Effective managers produce commitment in their people. One of the tools effective managers use in inspiring commitment is the vision statement. A vision statement is a detailed statement of the future the organization is trying to create.

An organization's success is a consequence of its vision of the future. Organizations which have a positive vision will succeed better than those which have a negative view of the future or have (as is most common) no vision at all. As Peter Senge puts it, "Without a pull toward some goal which people truly want to achieve, the forces in support of the status quo can be overwhelming...In the absence of a great dream, pettiness prevails."

### Learning Objectives

In this **two-day** workshop, participants will learn skills in working with their people to create and maintain a positive vision of the future. Specific objectives include:

- The role of the vision in producing commitment.
- How to use marketing strategies to analyze the environment and how to use that analysis to build an effective vision.
- The use of best practices techniques and brainstorming processes to enhance a compelling vision of the future.
- How to keep the vision alive in the face of adversity.

### Professional Qualifications



**Richard Lynch** is a Seattle-based management consultant with a variety of clients in the United States, Canada, England and Russia. He is the President of **Lynch Associates**, a consulting firm whose mission is to help organizations create work environments which foster commitment and excitement and positive self-esteem. His consulting work involves projects such as:

- streamlining work flow,
- developing organizational values,
- developing mission and vision statements,
- strategic planning efforts,
- developing customer-responsive organizational systems,
- producing esteem-enhancing work climates,
- redesigning work; and
- assessing the motivational "health" of organizations.

Each year, Mr. Lynch speaks at approximately 150 workshops, conventions, and conferences in North America and Europe on topics related to personal growth and management effectiveness. He is the author of the books *Precision Management* and *Getting Out of Your Own Way* and of a monograph called "Developing Your Leadership Potential." He is the co-author of the books *Essential Volunteer Management*, the best-selling book in the field of volunteer management, and *Secrets of Leadership. Lead*, his new book on leadership, was published by Jossey-Bass in January, 1993. He holds a Master's degree from the University of Iowa.

Phone: (206) 547-1269      FAX: (206) 547-1269

# Building Organizational Focus and Unity

## Course Description

This **two-day** workshop examines models for creating focus and unity and begins with exploring why understanding both organizational values and your current situation are important.

- ***Focus Through Vision/Mission...***aligning the organization, assessing your personal leadership and developing a plan to secure necessary knowledge, skills and abilities for both yourself and your organization.
- ***Communicating the Vision/Mission...***implementing through structure and organizational culture.
- ***Organizational Change...***how to actually do what you've decided you need to do.
- ***Key Results Areas...***how you know it's working—from products and services to relationships, develop a guide to determine if you're on the right track in focusing your organizational efforts, and if you're leaving anyone behind!
- ***Walking the Talk...***Securing alignment and the leader's role in organizational focus and unity.

## Learning Objectives

Participants will:

- Use a model to describe their organization's focus.
- Relate vision and mission to organization activity.
- Use environmental scanning to improve organizational focus.
- Assess personal leadership knowledge, skills and abilities.
- Develop implementation strategies.
- Understand organizational change stages and the effect on individuals.
- Develop goals for key results in nine organizational areas.
- Understand and create a leader's role in securing alignment.

## Professional Qualifications



**Lunell Haught** combines leadership theory with real-world practicality to help organizations implement their own unique plans. Future requirements can be met by creating a clear organizational blueprint which considers current conditions as well as aspirations. She has experience with both employee and leadership-driven organizational changes involving quality management philosophies. She is particularly adept at helping organizations through the difficulties of deciding what to keep, what to change, and what no longer applies.

Phone: (509) 448-9852

FAX: No number available

## Cultivating Leadership Talents in Others

### Course Description

This **two-day** course introduces a systems approach to employee development. It provides you with rich illustrations, dynamic interactive demonstrations, and experiential learning simulations of coaching and mentoring strategies and techniques. This course gets you involved. It shows you how to engage employees in coaching and mentoring opportunities by role-modeling collaboration and communication skills.

### Learning Objectives

- Visioning and its role in goal formation.
- Role modeling facilitative behavior.
- Creating a supportive environment for success.
- Understanding individual, group, and system power structures.
- Facilitating team self-management.

### Professional Qualifications



**Leon F. "Skip" Rowland** is an internationally respected educator, trainer, and motivational speaker and a leading authority on the development and application of learning systems. He is co-founder and chief executive officer of **Banner Cross**, a high-performance learning system development company that has trained more than 25,000 managers and students. Skip is currently earning his Doctor of Education degree at Seattle University within the internationally recognized Educational Leadership Program. He received his Master's degree in Human Resources Management from Gonzaga University in Spokane and his Bachelor's degree in Social Psychology from Chapman. Skip has studied local, state, and national government systems from the inside out through both professional and academic positions. His workshops are full of humor and activity and focus on experiential learning as the key to knowledge retention.

Phone: (206) 224-7247      FAX: (206) 294-2333

# Guiding and Coaching Staff

## Course Description

A manager's job is to achieve planned results through other people. If those other people are skilled and motivated, the job is relatively easy. If they are not, the job is to develop their abilities and enhance their motivations. One important tool for developing employees is coaching.

Coaching is similar to training in that both are efforts to increase the capacity of employees. The main difference is that training is usually carried out by a trainer away from the job, while coaching is carried out by a supervisor on the job.

Coaching has four primary applications:

- Teaching new skills
- Enhancing present performance
- Grooming people for new responsibilities
- Correcting poor performance

In the coaching process, managers should follow a fairly simple process:

- A description of what the employee is doing
- A description of what the employee should be doing
- A demonstration of what the employee should be doing
- Observation and feedback

## Learning Objectives

Effective coaches must be masters of two communications skills that do not come naturally to most people: The ability to describe behavior rather than making generalizations, passing judgment, or talking about the employee's motivations or traits; and giving useful, noncritical feedback.

The bulk of this **two-day** workshop will be taken up in teaching these two skills. After familiarizing themselves with those skills, participants will engage in a role play which brings together all the workshop content. They will demonstrate how they will apply these skills on the job.

The last portion of the workshop will acquaint participants with how to apply coaching skills in cases where the performance problem is related to motivation rather than skill.

## Professional Qualifications



**Richard Lynch** is a Seattle-based management consultant with a variety of clients in the United States, Canada, England and Russia. He is the President of **Lynch Associates**, a consulting firm whose mission is to help organizations create work environments which foster commitment and excitement and positive self-esteem.

Each year, Mr. Lynch speaks at approximately 150 workshops, conventions, and conferences in North America and Europe. He is the author of the books *Precision Management* and *Getting Out of Your Own Way* and of a monograph called "Developing Your

Leadership Potential." He is the co-author of the books *Essential Volunteer Management*, the bestselling book in the field of volunteer management, and *Secrets of Leadership. Lead*, his new book on leadership, was published by Jossey-Bass in January, 1993. He holds a Master's degree from the University of Iowa.

## Guiding and Coaching Staff

### Course Description

This course is designed to help you manage the tensions and complexities that arise when you use nondirective guidance and coaching techniques to move employees through the process of learning and changing. This **two-day** course takes you through the process of building a team and authorizing it to act, while you learn to step back and delegate. Specific issues addressed are: how to give a team structure, how to facilitate its basic processes, and how to acknowledge differences in relationships among team members and between the manager and individual team members. The skills learned are change management skills.

### Learning Objectives

- Understanding the principles of guidance and coaching.
- Recognizing opportunities for guiding and coaching.
- Developing techniques for power sharing.
- Balancing process with results.
- Measurement, evaluation, and feedback techniques.

### Professional Qualifications



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Phone: (206) 224-7247      FAX: (206) 294-2333

# Inspiring Employees—Building Morale

## Course Description

This **two-day** workshop combines humor and group learning activities to help you experience how a dynamic and highly motivated team and organization feel and operate. You experience increased productivity and doing more with less. You experience employees coming to work feeling good about themselves and their work contribution. The skills learned are problem-solving skills focused on the development of self-image and self-esteem, keys to employee inspiration and motivation.

## Learning Objectives

- Assessing strengths, wants, and needs of employees.
- Visioning and partnering; mentoring applications.
- Developing employee ownership of organizational goals.
- Building trust and rapport; establishing methods for feedback.
- Understanding chaos and the climate of change.

## Professional Qualifications



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from Gonzaga University in Spokane and his Bachelor's degree in Social Psychology from Chapman. Skip has studied local, state, and national government systems from the inside out through both professional and academic positions. His workshops are full of humor and activity and focus on experiential learning as the key to knowledge retention.

Phone: (206) 224-7247      FAX: (206) 294-2333

## Intervention and Conflict Resolution

### Course Description

Working in perfect harmony with people can't happen all the time. People are different and when goals, activities, needs or values are perceived to be mutually exclusive, conflict is inevitable. Conflict is neither good nor bad. It can be deadly and ugly or natural and healthy depending on how it's approached and handled. Although you may or may not be a party to the conflict, as a manager, you're ultimately responsible to help resolve it.

This **two-day** intensive workshop is for anyone who wants to resolve a recent or current conflict situation. It emphasizes active involvement and uses a *manager-developed, case-centered approach*—managers write, discuss, provide feedback and practice dealing with self-developed, actual situations.

### Learning Objectives

This workshop looks at:

- What's my role as a manager?
- What questions should I ask to diagnose the situation?
- How can I guide others to constructively define conflict situations so it's easier to resolve?
- How do filters and "cultural dictionaries" contribute to misunderstanding?
- How can active listening and making their case help?
- How to use a consensus-building, problem-solving approach?
- How to help others focus on interests, not positions and resolve interest-based conflicts?
- How to cope with difficult interactions?

### Professional Qualifications



**Philip S. Heller**, of *Learning Design Associates*, is an independent educator, facilitator and applied social systems researcher, based in Seattle, and has been working in adult education for 25 years. He holds a Ph.D. in Education from Michigan State University. His academic specialization was in learning and problem solving and he has pursued training in group dynamics and communication training. He has authored several articles on management and education.

Philip is interested in using psychology to create effective teams and work communities. He has experience with human resource planning, restructuring, and intergroup and interpersonal conflict resolution. He designs and facilitates management development workshops and team retreats.

Phone: (206) 524-4300      FAX: (206) 424-4367



# Intervention and Conflict Resolution

## Course Description

This fast-paced, **two-day** course will expose you to tools and techniques for dealing with conflict. While built upon a foundation of extensive research and practical application, the course is designed to be very experiential and discussion-oriented, so managers can learn by doing and from one another's experience with successful and unsuccessful conflict resolution. The course focuses on the causes of conflict, expanding your repertoire of conflict management approaches, interpersonal communication skills, group collaboration, and third-party mediation. The course concludes with an opportunity to set your own developmental goals in the area of conflict management, and gain follow-up support from colleagues.

## Learning Objectives

After they have taken the course, participants will be able to:

- Detect the underlying causes of conflict within their work setting.
- Understand how differences in personality, background, and values can contribute to miscommunication and conflict.
- Better use active listening techniques to defuse conflict and improve communication.
- Diagnose the best conflict management approach for a given situation.
- Better manage one-on-one conflict, group conflict, and the third-party mediation role.

## Professional Qualifications



*Dr. Jennifer Macaulay* is an organizational psychologist with the Battelle Memorial Institute. Jennifer frequently assists organizations who have employees struggling with conflict. She brings this hands-on experience, along with over 10 years' experience as a trainer, to her classes in a style that encourages managers to discuss issues and learn from each other's experiences. Jennifer's high energy level and experiential training techniques mean her courses will be fast paced and the techniques **remembered**. Managers will gain an opportunity to practice and put the techniques to the test during the course.

Phone: (206) 528-3272      FAX: (206) 528-3554

## Managing for Quality Results

### Course Description

*Managing for Quality Results* is a **three-day** course that provides a comprehensive review of the principles and practices of Quality Management. Using lecture, discussion and group exercises, the course explores and defines the meaning of quality in a service organization, outlines the two basic quality management models—Quality Control and Total Quality Management, and develops a strategy for getting the best of both systems. Participants will leave the class prepared to plan and implement a new or improved Quality Management System in their home organization.

### Learning Objectives

*Managing for Quality Results* will provide participants with a thorough understanding of the following learning points:

- The meaning of quality in a service organization.
- How quality is measured from both the organizational and customer perspective.
- The two basic Quality Management Models and how to get the best of both.
- Review and application of key Quality Management tools.
- Implementing and improving a Quality Management System in a service organization.

### Professional Qualifications



**Doug Schaffer** is owner and principal of *Strategic Alignment*, a management consulting firm providing Strategic Planning, Quality Management and Organization Development services to government, health care and high technology organizations. Prior to becoming a consultant, he worked for 8 years in government and 14 years in the private sector as a manager responsible for Quality Improvement, Human Resources and Operations Management. His training and employee development experience spans almost 20 years. His training programs are highly participative, practical and results oriented. These courses are differentiated by his knowledge and experience as a hands-on manager and seasoned implementor of organizational change initiatives.

Phone: (360) 568-2609      FAX: (360) 568-2609

# Managing Information Technology

## Course Description

This **three-day** course will provide managers with an overview of the roles and responsibilities associated with information technology management from business planning/reengineering and strategic information technology planning, to project management, executive sponsorship and quality assurance. Using our extensive experiences with Washington State government agencies and your imminent information technology management requirements, this course will give you an understanding of the issues surrounding information technology management, the questions you should be asking and techniques to effectively manage information technology components in your business environment.

## Learning Objectives

- Become familiar with the components of information technology management,
- Discuss business planning and information technology planning processes,
- Understand the roles and responsibilities associated with information technology management from executives to project staff,
- Identify the questions and information needs for each role,
- Learn the principles of sound project management,
- Gain insight into the roles, responsibilities and objectives of project quality assurance, and
- Develop an appreciation for the importance of information technology management.

## Professional Qualifications

**Barry Rau**, Principal of *Sterling Associates*, has over 20 years' consulting experience in the public and private sectors and has worked with Washington State managers extensively. He is a former Assistant Director at the Office of Financial Management and former Senior Manager for Government Services in a "Big Six" firm, where he helped clients grapple with important management issues and learned the intricacies of managing information technology in the state government environment. Barry conducts quality assurance services for many large state information technology projects and is sought out for his insight and expertise. He will bring a wealth of information, lessons learned and seasoned advice to this course.

Phone: (360) 956-9064      FAX: (360) 459-1904

**Kimberly Lake**, a Senior Consultant for *Sterling Associates*, specializes in information technology management, quality assurance and communications. Her experiences with many state agencies' information technology issues will give you valuable insight and practical "how to's" for your information technology management needs.

Phone: (360) 956-9064      FAX: (360) 459-1904

*(No photos were provided for these instructors)*

# Managing Organizational Change

## Course Description

Understanding why and how organizations change provides a base from which to manage challenges involved in successful reforms.

This **two-day** workshop begins with a realistic assessment: *is a change worth it?* This is followed by an organized approach to help managers keep their bearings when riding the rapids of organizational change. An organization must **adopt** change which, in retrospect, is the easy part! You'll learn aspects of this phase including defining issues, benefiting from others' mistakes, garnering leadership support, using external change agents and working with either (or both) citizens and staff. The second step, to **implement**, is the tricky one. Learn to use techniques of force field analysis, scenario and strategy development, and coalition building to contribute to success. Discover and plan for the third phase, **continuation** of a change. *Stages of adjusting to both positive and negative change are explored and how to attend to and manage resistance.*

## Learning Objectives

Participants will:

- Identify three phases of change.
- Understand the various sources of changes and reforms.
- Use a model to assess the need for and cost of change.
- Utilize force field analysis.
- Develop strategies to build coalitions and mobilize advocates.
- Understand and use double-loop learning as it affects organizational culture.
- Create ongoing assessments, including tools of quality and feedback loops.
- Understand effective ways of listening to and evaluating resistance.
- Negotiate the transition state.
- Address staff concerns at various stages.
- Manage five stages in implementing positive change.
- Manage seven stages in implementing negative change.

## Professional Qualifications



**Lunell Haught** has been coaching and teaching about change in public agencies; its effect on staff and organizations for the past six years. Her expertise in the adoption, implementation, and continuation of both technical systems and philosophical and management changes has been developed through a variety of settings: public works, law and justice, and other government agencies. Her doctoral dissertation focuses on organizational change in a public agency.

Phone: (509) 448-9852

FAX: No number available

# Managing Perceptions

## Course Description

We will help managers to not only **do** their jobs well but also respond to and manage internal and external perceptions so that relevant others recognize and/or **agree** that they are doing so. Participants will be sensitized to the specifically Washington political context, and learn to identify and employ their political capital on behalf of personal and agency goals, taking into account:

- The specific agency's organizational culture;
- Diverse values and perspectives among agency personnel and clientele;
- Multiple audiences in the authorizing environment; and
- Constantly changing circumstances in the state and agency setting

Special emphasis is put on the role of managers as stewards of the public interest, coping with a variety of issues (some of which are new and/or unpredictable in scope and character) and facing the necessity of choosing among alternative actions with serious consequences on clients and stakeholders—often in demoralizing “down-sizing” or “more with less” situations. Educational methods include interactive presentations, intensive discussions, case studies, and a variety of practical exercises.

## Learning Objectives

Upon completion of this **two-day** workshop, participants will understand:

- The “big picture” of Washington state politics as it bears upon their agency.
- The varying perceptions, internal and external, that shape their policy context.
- With respect to their area, how issues arise, are transformed, get acted on, and merge into the ongoing policy framework.
- How to enhance and employ political capital to achieve goals amid constraints.
- How to recognize and support diverse values and cultures.

## Professional Qualifications



**Ken Dolbeare** holds a Ph.D. in political science and is a former UW political science chair who taught in Evergreen's Graduate Program in Public Administration from 1981 to 1996. He specializes in Washington state history and governance, consults frequently with state and local governments, serves as a speaker for many local, state, and national organizations, and is co-author of the recent *USA 2012: After the Middle Class Revolution*.

Phone: (360) 956-9343      FAX: (360) 705-2724

**Cam Stivers** has taught in Evergreen's Graduate Program in Public Administration since 1987; she served as Director of the program from 1993 to 1995. She has a Ph.D. in public administration and policy from Virginia Tech, and has published *Gender Images in Public Administration* (1993) and numerous articles and book chapters.

Phone: (360) 866-0309 or (202) 364-2527

FAX: No number available



## Mediation

### Course Description

Is conflict at work adding to your group's stress and hampering your morale and productivity? While conflict may be inevitable, the outcome is not: destructive consequences can be averted while many productive uses of conflict are nurtured. Mediation utilizes skills and strategies to transform conflict to an opportunity for improved understanding, creative problem solving and improved relations. With a focus on problems you are currently experiencing at work, we will explore how managers can utilize mediation to manage issues with staff, other departments, customers, and the public. This **three-day** session is highly experiential and includes participation in a mock mediation.

### Learning Objectives

- Sources and types of conflict and range of approaches to managing it
- Similarities and differences from negotiation
- Communication skills to promote non-defensive, partnership communication, including supportive listening and gracious assertiveness.
- Dealing with different behavioral styles and difficult people.
- Seven-step process for third-party mediation.

### Professional Qualifications



*Susan Partnow, M.A., of **Partnow Communication Workshops**, is a training and organizational consultant and coach with more than 20 years of experience. She specializes in speaking skills, self management of stress and time, customer service, change and meeting management, along with people skills that enhance team work and productivity. Susan plans retreats, mediates, provides interventions for work groups in distress, and facilitates meetings. Clients such as the City of Seattle, Department of Transportation, Microsoft, SeaFirst, Harborview, University of Washington and US West appreciate her ability to tune in to their needs and approach problems with sensitivity, humor and warmth. Managers, CEOs and professionals who have attended her workshops report positive, lasting results in improved morale, productivity and team relationships.*

Phone: (206) 789-8697

FAX: (206) 782-7786

# Meeting Management

## Course Description

Effective meetings don't just happen, they take careful design and facilitation skills. This **two-day** course is designed to give participants the knowledge and practice to develop effective meeting skills. You will analyze your meeting patterns, identify the top three reasons meetings fail, and diagnose your own meetings to determine why they may not be as productive as desired. Participants will be able to describe the difference between "task" and "process" activities, and how to use facilitator skills to gain participation, and gain closure on issues.

## Learning Objectives

The objective of this course is to enable participants to effectively plan and manage different types of public meetings.

Participants will:

- Learn how to engage meeting participants and create an environment of active participation instead of inactive or passive observation.
- Learn how to manage contributions by diverse participants.
- Learn and practice facilitation skills to gain active participation of meeting participants.

## Professional Qualifications



**Tena Crosby** is the President of *Fast Track Communication*, a communication consulting firm specializing in individual and organizational effectiveness. Tena works with businesses, schools, and government agencies to improve communication, resolve conflict, and develop skills in individuals for improved organizational effectiveness. Tena provides training on topics such as conflict resolution, time management, team building, communication skills, effective meetings, motivation, customer service, and public speaking—just to name a few. In addition, Tena works with organizations on issues of organizational development providing services such as retreat facilitation, team building, and other organization development interventions.

Phone: (360) 424-9616

FAX: (360) 424-9616

# Meeting Management

## Course Description

Meeting management is a **two-day** course which focuses on:

- **Planning**...defining your purpose—to provide or receive information, problem solve, make recommendations, vent or simply connect with government. Increase skill in analyzing and anticipating the audience (public or staff), and working with media.
- **Presenting**...what you do—includes best room setups, (ADA), methods to get useful input, and presentation skills, including visuals.
- **Process**...how you do it—frequently the most challenging. Learn your role and others (including volunteers) in meetings; protocol; how to deal with challenging, diverse people. Develop skills to address people versus group problems, conflicts; disagreements and misunderstandings. Be aware of security issues.
- **Post-meeting**...what next—evaluating meeting effectiveness and ensuring proper minutes and record-keeping.

## Learning Objectives

Participants will:

- Understand various purposes of meetings.
- Work through a comprehensive planning worksheet for logistics, process and content.
- Be coached in giving effective presentations.
- Understand techniques of securing input.
- Know how to use working agreements for meetings.
- Handle difficult people.
- Distinguish between misunderstandings and disagreements.
- Manage conflict.
- Assess meeting effectiveness.
- Identify post-meeting activities.

## Professional Qualifications



**Lunell Haught** is an experienced public meeting leader and trainer. She chaired the citizens advisory committee to develop policies and regulations for the Growth Management Act's Critical Areas in Spokane County, the first Neighborhood Plan for Spokane County, has facilitated state and local issues regarding Hanford, freeholders, public meetings for the City of Spokane. She has facilitated the county's Law and Justice Council. She brings a unique and comprehensive range to her training because of her background in land use, environmental concerns, and the legal system, activism as a volunteer; and employment as a trainer while providing internal consulting to local governmental agencies.

Phone: (509) 448-9852      FAX: No number available



# Negotiation

## Course Description

This **three-day** course is designed to enable participants to learn how to prepare for and participate in a negotiation. Participants will learn the difference between “hard ball” and “principled” negotiation and learn how to determine facts from assumptions, understand the real needs and interests of those involved, use questions effectively, apply strategies and create a positive, supportive negotiating environment.

We will also describe how to determine when negotiation is not the most effective conflict resolution method and what other methods should be used (like one to one, mediation, arbitration, etc.).

## Learning Objectives

Participants will:

- Learn the difference between negotiation and other conflict resolution methods such as mediation, arbitration, and one-to-one conflict resolution.
- Learn how to prepare for a negotiation by defining their issues and positions as well as attempting to diagnose the other sides’ issues and positions.
- Learn how to facilitate toward agreement.
- Learn and practice negotiation, communication, and facilitation skills.

## Professional Qualifications



**Tena Crosby** is the President of *Fast Track Communication*, a communication consulting firm specializing in individual and organizational effectiveness. Tena works with businesses, schools, and government agencies to improve communication, resolve conflict, and develop skills in individuals for improved organizational effectiveness. Tena provides training on topics such as conflict resolution, time management, team building, communication skills, effective meetings, motivation, customer service, and public speaking—just to name a few. In addition, Tena works with organizations on issues of organizational development providing services such as retreat facilitation, team building, and other organization development interventions.

Phone: (360) 424-9616

FAX: (360) 424-9616

## Course Description

Ever make agreements that fall short of what you need? Fail to get management to accept your proposals? Pay more for a service or product than is equitable? Not get the support you asked for? We negotiate every time we bargain with someone about something, whether it be price, extending a deadline or delegating a task. In this session, you will learn to develop your creative negotiating skills to get your needs met by creating opportunities for mutual gain. Negotiation becomes a creative partnership of “you *and* me versus the problem” when we focus on finding a good solution to meet everyone’s needs and learn to uncover underlying needs and interests, rather than digging in on a particular position we want to win. In this **three-day** session, you will learn how to prepare and design a negotiation process and have several opportunities to practice these skills.

## Learning Objectives

- Learn and practice a step-by-step process for creative negotiating: SIGEP (stop, identify, generate, evaluate, plan).
- Learn ways to develop a BATNA (Best Alternative to a Negotiated Agreement) and deal with dirty tactics to strengthen your position.
- Identify sources of power and ways to empower yourself and your partner.
- Develop skill in managing cultural and style differences in negotiation.

## Professional Qualifications



*Susan Partnow, M.A., of **Partnow Communication Workshops**, is a training and organizational consultant and coach with more than 20 years of experience. She specializes in speaking skills, self management of stress and time, customer service, change and meeting management, along with people skills that enhance team work and productivity. Susan plans retreats, mediates, provides interventions for work groups in distress, and facilitates meetings. Clients such as the City of Seattle, Department of Transportation, Microsoft, SeaFirst, Harborview, University of Washington and US*

*West appreciate her ability to tune in to their needs and approach problems with sensitivity, humor and warmth. Managers, CEOs and professionals who have attended her workshops report positive, lasting results in improved morale, productivity and team relationships.*

Phone: (206) 789-8697

FAX: (206) 782-7786

# Tailoring Communications to Different Audiences



## Course Description

For many, making presentations is an exciting (as well as necessary) part of the job. For others, an appointment with the dentist would be preferable. No matter where you fall on this continuum, your presentations can be made more effective, and you more comfortable, by attending to these key factors:

- Knowing who your audience is and how to speak to their uniqueness(es);
- Putting together a presentation that is relevant and interesting;
- Preparing yourself mentally and physically so you're at your best; and
- Learning how to knock their socks off with your presentation style.

In this **three-day** course, you will practice, practice utilizing the tools and techniques provided. Be prepared for a fast-paced, practical and fun workshop in a supportive atmosphere for those who are shy about speaking.

## Learning Objectives

Participants will be able to:

- Identify the target audience's needs and expectations, and prepare a presentation which addresses each.
- Design the three key elements of a presentation, the opening, body and close, and maximum audience appeal.
- Field questions from the audience effectively.

## Professional Qualifications



The principals of *Carnachan and Edwards Training Associates*, **Louise Carnachan** and **Judith Edwards**, bring over 30 years of managerial/training experience to the classroom, along with the ability to create a relaxed, yet intensive, learning climate. They have assisted hundreds of public sector and private sector managers in the art of public speaking. Former students have successfully presented at public forums, national and international conferences and on television programs.

Their highly interactive teaching style, humor and knowledge make the classroom experience a rich and rewarding one that fully involves you, the learner, in your learning experience. You'll learn from case studies, personal application exercises, the experiences of others, and brief lecture.

Phone: (206) 325-0110  
(Louise Carnachan)

FAX: (206) 325-1274  
(Louise Carnachan)

(206) 324-3981  
(Judith Edwards)

(206) 323-9272  
(Judith Edwards)



## Tailoring Communications to Different Audiences

### Course Description

Are you intimidated by certain audiences? Would you like to approach the podium with excitement instead of dread? In this **three-day** session, you will learn how to adapt effectively in a broad range of situations, from group discussions to training, informal meetings, public hearings or technical presentations. Preparations begin with a careful analysis of the audience, crystallized focus of content and objectives, a carefully crafted, strong opening and powerful close. You will practice techniques for organizing on the spot, handling question/answer sessions, managing interruptions or diversions, sticking to your agenda and coping with unruly audiences. You can discover ways to improve your thinking, speak on your feet, enhance your credibility and tailor your approach to the listener whether friendly or hostile, technical or lay, client or boss. Several video opportunities with a simulated variety of audiences are included to give participants a chance to practice skills, make changes and see improvements.

### Learning Objectives

- Understand the nature of audiences, attention, retention, and adult learning patterns and learn to identify and adapt to diverse audience listening, motivation and learning styles.
- Learn breathing and relaxation techniques and increase poise, confidence, comfort and effectiveness as a speaker.
- Polish presentation skills by learning authority, maturity, confidence in voice and gesture.
- Discover ways to organize thoughts quickly and then present them in a clear, concise, interesting fashion adapted to the audience.
- Develop strategies to handle interruptions, manage question/answer sessions, deal with difficult situations and resistant people, plus increase participation while sticking to an agenda.

### Professional Qualifications



*Susan Partnow, M.A., of **Partnow Communication Workshops**, is a training and organizational consultant and coach with more than 20 years of experience. She specializes in speaking skills, self management of stress and time, customer service, change and meeting management, along with people skills that enhance team work and productivity. Susan plans retreats, mediates, provides interventions for work groups in distress, and facilitates meetings. Clients such as the City of Seattle, Department of Transportation, Microsoft, SeaFirst, Harborview, University of Washington and US West appreciate her ability to tune in to their needs and approach problems with sensitivity, humor and warmth. Managers, CEOs and professionals who have attended her workshops report positive, lasting results in improved morale, productivity and team relationships.*

Phone: (206) 789-8697

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# Tailoring Communications to Different Audiences



## Course Description

Tailoring Communications is a **three-day** workshop that presents a new way of looking at communication, and giving and preparing presentations. The course will lead you through new avenues of analyzing past presentations, help you decide how to dynamically and imaginatively plan for new presentations, and introduce you to various techniques on how to deliver your material. The primary goal of this class is to help you make a difference in the way you get your point across.

## Learning Objectives

Specific topics covered in the course will include:

- Exploring motivating topics.
- Learning about different types of audiences and situations.
- Altering a presentation to respond to audience interest and need.
- Practicing techniques for dealing with hostile listeners.
- Practicing and preparing for a presentation.

## Professional Qualifications



**Regina Glenn Tyner**, of *Resource Partners* and the President of *Pacific Communications Consultants, Inc.* has more than 20 years' experience in successfully relating to professionals in both the public and private sectors, creating and managing communication plans, publications and media projects. She is the founder of *Diversity Business News*. Her abilities are complemented by her exceptional interpersonal and communication skills, including a collaborative management style, demonstrated skill in motivating and coaching people toward a common goal, and establishing positive working relationships with diverse groups of people.

Regina excels in demonstrating a strong talent for managing multiple priorities, guiding people through corporate and governmental channels, and in identifying strategic and system problems by analyzing organizational design.

Phone: (206) 223-1023

FAX: (206) 223-5549

# Understanding Budget Planning and the Budget Process

## Course Description

A comprehensive exploration of all facets of the state's budget process, emphasizing:

- The new budgeting context created by federal cutbacks and block grants, the annually tightening limits imposed by Initiative 601, and the special features of the Washington state economy;
- The complete integration of budgeting, policy-making, and program management;
- The opportunity that budget preparation provides for an agency to develop internal unity and teamwork; and
- The importance of clear communication about budget options and decisions to diverse audiences, internal and external, partisan and merely political.

Includes practical exercises in budget preparation, interpretation, presentation, and management, flexibility tailored to specific agencies and departments.

## Learning Objectives

Upon completion of this **three-day** workshop, participants will understand and be able to apply:

- The "big picture" state revenue/spending patterns and the choices involved.
- Key budget concepts at agency, OFM, and legislative levels.
- Downsizing, cutback management, doing more with less.
- Using the budget process to promote personnel and agency development.
- Making innovative and appropriate responses to new and different problems.

## Professional Qualifications



**Ken Dolbeare** holds a Ph.D. in political science and is a former UW political science chair who taught in Evergreen's Graduate Program in Public Administration from 1981 to 1996. He specializes in Washington state history and governance, consults frequently with state and local governments, serves as a speaker for many local, state, and national organizations, and is co-author of the recent *USA 2012: After the Middle Class Revolution*.

Phone: (360) 956-9343      FAX: (360) 705-2724

**Cam Stivers** has taught in Evergreen's Graduate Program in Public Administration since 1987; she served as Director of the program from 1993 to 1995. She has a Ph.D. in public administration and policy from Virginia Tech, and has published *Gender Images in Public Administration* (1993) and numerous articles and book chapters.

Phone: (360) 866-0309 or (202) 364-2527

FAX: No number available

